

**BY ORDER OF THE COMMANDER  
AIR EDUCATION AND TRAINING  
COMMAND**



**AIR EDUCATION AND TRAINING  
COMMAND INSTRUCTION 16-501**

**21 OCTOBER 2013**

**Operations Support**

**HQ AETC CORPORATE STRUCTURE**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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**This instruction implements AFPD 16-5, *Planning, Programming, and Budgeting System*, and AFI 16-501, *Control and Documentation of Air Force Programs*.** This instruction establishes the operating procedures for the HQ AETC Corporate Structure, a senior staff review process. It applies to HQ AETC Directors and Chiefs of Special Staff as well as Air University (AU), Air Force Recruiting Service (RS) and 2 AF Commanders. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the Air Force Form 847, *Recommendation for Change of Publication*; route AF Forms from the field through the appropriate functional's chain of command. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). See [Attachment 1](#) for a glossary of references and supporting information used in this publication.

**SUMMARY OF CHANGES**

**This publication has been substantially revised and requires thorough review.**

## 1. Overview.

1.1. The AETC Corporate Structure embodies the corporate review process for HQ AETC. This structure is designed to increase management effectiveness and improve cross-functional decision-making by providing a forum where senior AETC leaders can apply their collective judgment and experience to affect major programs, objectives, and issues with resourcing and/or policy decisions requiring the experience/expertise of the staff as a whole or decisions impacting the majority of the Command and/or its missions. Decisions should be made at the lowest possible level of the Corporate Structure. However, Program Objective Memorandum (POM) and Execution Plans will go through the Corporate Structure to the Council for final decision.

1.2. The AETC Corporate Structure is illustrated at [Attachment 2](#) and consists of a Council, Board and Group fed by Panels and Standing Committees with processes managed by A5/8/9. These bodies will meet on a pre-determined schedule which will be prominent on the AETC Corporate Structure Share-point. [Attachment 3](#) is a draft annual calendar with anticipated agendas for each event. The "business practices" section of the AETC Corporate Structure Share-point contains detailed checklists for the coordination required for a meeting, getting on the agenda, minutes, etc. and will be the one-stop place for Action Officers (AO) and leadership alike to engage with, and participate in, the AETC Corporate Structure.

**2. Composition.** The AETC Corporate Structure is composed of several formal executive bodies chartered to develop command positions on key issues. While the AETC/CC owns the Corporate Structure, A5/8/9 manages Corporate Structure activities on his/her behalf ([Attachment 2](#)).

## 3. Organization.

3.1. The AETC Corporate Structure is comprised of the AETC Council, AETC Board, AETC Group, Panels, and Committees.

3.2. The AETC Corporate Structure Secretariat resides in AETC/A8PP and provides oversight for all Corporate Structure activities ([paragraph 9](#)).

3.3. Issues are sequentially elevated through the AETC Corporate Structure as illustrated at [Attachment 2](#) (that is, issues start at the panel and/or committee and proceed through the Group, Board, and Council levels). However, decisions will be made at the lowest possible level of the Corporate Structure.

3.4. The AETC Corporate Structure Share-point contains detailed business practices including required staff coordination for Corporate Structure issues and rules of engagement for the conduct of Corporate Structure events.

3.5. Strategic information technology (IT) direction and decisions related to the entire AETC IT Portfolio must be vetted through the IT Committee, co-chaired by A6 and A5T. All command IT requirements, as defined by the Clinger Cohen Act of 1996 (CCA) Section 5002, must be vetted through local Communications Squadrons and/or the HQ AETC/A6 requirements process to be prioritized by the IT Panel, chaired by the A6, for resourcing recommendation within that panel and as input to other mission resourcing panels. A consolidated and prioritized AETC IT requirements list will be forwarded as advisement to the corporate process for resourcing consideration

#### **4. AETC Council.**

4.1. The AETC Council is a forum for the Command's most senior leaders to review and discuss resource issues and policy requirements received from the AETC Board and provide a recommendation to the AETC/CC. The AETC/CC (CV in his/her absence) presides over the Council.

4.2. AETC Council membership consists of Directors from: AETC/A1, A2/3/10, A4/7, A5/8/9, A6, FM, IA, as well as AU/CC and RS/CC. Advisors to the AETC Council are: 2 AF/CC and Directors (or equivalents) from CCL, HC, HO, IG, IP, JA, PA, PK, SG, SE, CG, and RF. When the principal is unavailable, the respective Deputy will normally attend in his/her absence. Other attendees are at the discretion of the AETC/CC (or CV).

4.3. The AETC Corporate Structure Secretariat will manage agendas, action item release/tracking, scheduling and documentation. However, the OPR for particular agenda items being reviewed by the Council is ultimately responsible for the coordination, preparation, and presentation of agenda items in accordance with Corporate Structure business rules.

#### **5. AETC Board.**

5.1. The AETC Board is a forum for the Command's Deputy Directors and Vice Commanders to review and discuss resource issues and policy requirements received from the AETC Group and make decisions when possible. If the Board Chair determines the authority for a decision does not belong at the Board level or the Board cannot achieve resolution, the Board will forward recommendations to the AETC Council. The AETC/A5/8/9 and AETC/FM co-chair the AETC Board. AETC Board decisions will be documented in minutes and published on the AETC Corporate Structure Share-point.

5.2. AETC Board membership consists of Deputy Directors from: AETC/A1, A2/3/10-FT, A2/3/10-TT, A4/7, A5/8/9, A6, FM, IA, as well as AU/CV and RS/CV. Advisors to the AETC Board are: 2 AF/CV and Directors (or equivalents) from CCL, HC, HO, IG, IP, JA, PA, PK, SG, SE, CG, and RF. To promote the best decision possible on the effective/efficient use of AETC resources, Board members are charged with providing an enterprise viewpoint in addition to his/her functional expertise. When the Deputy is unavailable, their organization will send a substitute authorized to speak on behalf of the respective organization. Other attendees are at the discretion of the co-chairs.

5.3. The AETC Corporate Structure Secretariat will manage agendas, action item release/tracking and scheduling. However, the OPR for particular agenda items being reviewed by the Board is ultimately responsible for the coordination, preparation, and presentation of agenda items in accordance with Corporate Structure business rules.

#### **6. AETC Group.**

6.1. The AETC Group is a forum for the Command's O-6s/GS-15s to review and discuss resource issues and policy requirements received from the Panels/Committees and make decisions when possible. It is the first level of the Corporate Structure tasked to ensure cross-functional integration of AETC mission and mission support areas into a balanced AETC program and enables issue prioritizations when necessary. If the Group Chair determines the authority for a decision does not belong at the Group level or the Group

cannot achieve resolution, the Group will forward recommendations to the AETC Board. The AETC/A8P and FMA co-chair the AETC Group. AETC Group decisions will be documented in minutes and published on the AETC Corporate Structure Share-point.

6.2. AETC Group membership consists of Division Chiefs (or equivalents) from: AETC/A1R, A3F, A3T, A4P, A5R, A6X, A7N, IAO, as well as AU/DS and RSX. Advisors to the AETC Group are: representatives from A1M, 2AF/TTOC, CCL, HC, HO, IG, IP, JA, PA, PK, SG, SE, CG, RF and Panel Chairs. To promote the best decision possible on the effective/efficient use of AETC resources, Group members are charged with providing an enterprise viewpoint in addition to their function expertise. When the designated Group member is unavailable, the Directorate/Command will send a substitute authorized to speak on behalf of the respective organization. Other attendees are at the discretion of the co-chairs.

6.3. In addition to resource/policy issues, the Panels/Committees can bring forward other issues at the discretion of the co-chairs. The process to establish agenda items for the AETC Group is covered in business practices on the AETC Corporate Structure Share-point.

6.4. The AETC Corporate Structure Secretariat will manage agendas, action item release/tracking and scheduling. However, the OPR for particular agenda items being reviewed by the Group is ultimately responsible for the coordination, preparation, and presentation of agenda items in accordance with Corporate Structure business rules.

## 7. Panels.

7.1. Panels review and screen resource allocation issues covering major AETC mission and mission support areas. Standing Panels are: Training (flying and technical), Education, Recruiting, Installation Support, Support, Information Technology (formerly Comm and Info), and Medical (see [Attachment 2](#)). Medical Panel resources are programmed and budgeted through a special Office of the Secretary of Defense appropriation but medical manpower is part of AETC's total obligation authority (TOA).

7.2. Panels serve as initial points of entry for issues requiring corporate review. Panels have specific program elements assigned to them. Panels review and develop options for presentation to the AETC Group. In addition, Panels ensure the resources for AETC programs are properly allocated, fully validated, and adequately justified. Each panel prioritizes its programs for presentation to the AETC Group, and determines the issues to be reviewed and prioritized.

7.3. The appropriate Director or Chief of Special Staff designates the Panel Chair from within his/her particular functional area. (**Note:** HQ AETC/A4/7 appoints the Panel Chair for the Support and Installation Support Panels.) The Directorate also writes/coordinates the Panel's Charter which the AETC Corporate Structure Secretariat will post on the AETC Corporate Structure Share-point. The Charter format and content minimum is in the business practices of the Corporate Structure website.

7.4. The Panel Chair determines Panel membership to include, as a minimum, representatives from appropriate functional staff elements and AETC/A1M, A8P, and FMA as advisors. The sponsoring Directorate prepares an appointment memorandum (see business practices of AETC Corporate website). Each Panel appoints an AO or Panel Secretariat from

within the Panel Chair's Directorate or Special Staff to serve as focal point. The AO or Panel Secretariat will comply with **paragraph 12**.

## **8. Committees.**

8.1. Committees serve as initial points of entry for issues requiring corporate review and for specialized resource requirements (i.e. information technology) that provide common capability across multiple functional areas/panels. Committees review/prioritize issues and make presentations to the AETC Group. When working resource issues, Committees input through the respective Panel and advise the AETC Group. Standing Committees include: MILCON, Facilities (sustainability, restoration, modernization and demolition (SRMD)), Military Personnel Appropriation (MPA) allocation, Transformation, Information Technology integration, Requirements Oversight, and Basing/TFI (see [Attachment 2](#)).

8.2. If a new committee is required, the sponsoring Directorate writes/staffs a Committee charter, IAW business practices of AETC Corporate website after coordinating with A5/8/9.

8.2.1. If short-term in nature, a Working Group may be created. Working Groups are ad hoc, short-term groups convened by a Panel/Committee for a specific issue.

8.3. The appropriate Director/Chief of Special Staff designates the Committee Chair. The Directorate also writes/coordinates the Committee's Charter which the AETC Corporate Structure Secretariat will post on the AETC Corporate Structure Share-point. The Charter format and content minimum is in the business practices of the Corporate Structure website.

8.4. The Committee Chair determines Committee membership but should include stakeholder Divisions/Special Staff from across AETC as a minimum. The sponsoring Directorate prepares an appointment memorandum (see business practices of AETC Corporate website). Each Committee appoints an AO or Committee Secretariat from within the Committee Chair's Directorate or Special Staff to serve as focal point. The AO or Panel Secretariat will comply with **paragraph 1**.

## **9. AETC Corporate Structure Secretariat (AETC/A8PP).**

9.1. The AETC Corporate Structure Secretariat is responsible for managing AETC Corporate Structure activities.

9.2. Specific duties are incorporated on AETC Corporate Structure Share-point and include:

9.2.1. Maintaining and publishing policies and procedures.

9.2.2. Maintaining the AETC Corporate Structure Share-point.

9.2.3. Providing analysis of AETC Corporate Structure activities and determining methods for ensuring effective and efficient management of critical issues. This includes ensuring completeness of cross-functional reviews, providing analysis of data used, and determining appropriate levels for development and presentation to attain desired outcomes.

9.2.4. Maintaining the AETC Corporate Structure membership roster and schedule.

9.2.5. Recording/note taking during AETC Corporate Structure meetings to capture attendance, decisions and action items. These will be reviewed at each AETC Corporate Structure meeting prior to adjournment to ensure accuracy.

9.2.5.1. Drafting and publishing AETC Corporate Structure meeting minutes IAW the business practices on the AETC Corporate Structure Share-point.

9.2.5.2. Working with tasked organization for action items. Tasked AO will author appropriate Task Management Tool (TMT) tasking to forward to Secretariat for review and forwarding to A5/8/9 for tasking release.

9.2.5.3. Maintaining awareness of action item progress in TMT.

9.2.5.4. Reviewing completed action items for completeness before submitting them to the Chair who directed the action item.

## **10. Administrative Requirements for AETC Meetings (Council/Board/Group).**

10.1. The agenda and scheduling for AETC Councils, Boards and Groups will be created and published IAW the business practices on the AETC Corporate Structure Share-point. (see also **Attachment 3**, AETC Corporate Structure Nominal Annual Calendar)

10.2. The Board Co-Chairs will advise the CV of Board results and determine if the CV requires a Council pre-brief. If a pre-brief is directed, timing, conduct, read-aheads, attendance and coordination processes are located in the business practices on the AETC Corporate Structure Share-point.

10.3. Corporate Structure meeting attendance. AETC Corporate Structure meetings normally take precedence over all other staff duties and to reduce the burden to train new members, should be the same person unless no longer possible (PCA, PCS, Separation, Retirement, etc.). Because topics could involve privileged information requiring candid discussion, attendance will normally be restricted to members for the respective Corporate-level. When authorized by the appropriate Chair, functional experts and program managers who directly support the issues being reviewed may attend.

10.4. Read ahead materials. AOs will provide an electronic copy of briefing materials to the AETC Corporate Structure Secretariat IAW business practices on the AETC Corporate Structure Share-point.

10.5. AETC Corporate Structure Action Items. When the respective Chair directs an Action Item, the tasked organization authors the tasking in coordination with the AETC Corporate Structure Secretariat IAW business practices on the AETC Corporate Structure Share-point for publishing in TMT. When short turn around does not allow use of TMT, the tasked organization will support the Secretariat in ensuring tracking and completion of the Action Item (see business practices on the AETC Corporate Structure Share-point).

10.6. Documentation. See business practices on the AETC Corporate Structure Share-point.

10.7. Elevating Issues. When decisions are not appropriate at Board or Group, the respective Co-Chairs will determine the consensus of the members and elevate the issue to the next Corporate Structure level.

10.8. Master AETC Corporate Structure membership rosters are maintained by the AETC Corporate Structure Secretariat IAW business practices on the AETC Corporate Structure Share-point. The Secretariat will send out a TMT tasking to the Directorates at least annually (usually September after summer turnover) to update the rosters and post new rosters to the AETC Corporate Structure Share-point.

**11. Administrative Requirements for AETC Panels and Committees.** The respective Panel/Committee Chair is responsible for scheduling meetings, pre-briefs, documentation, elevating issues to the AETC Group, tracking attendance, preparing briefing slides, and tracking action items. To assist the Panel/Committee Chair, additional detail is contained in business practices on the AETC Corporate Structure Share-point.

**12. Waivers and Changes to this Instruction.** In exceptional cases, activities may need to deviate from this instruction when it is in the best interest of effective and efficient AETC Corporate Structure operations. Submit requests for such exceptions (waivers) to the AETC Corporate Structure Secretariat who will forward it to AETC A5/8/9 for review and approval/disapproval. If a formal change to this publication is required, forward to the Corporate Secretariat via AF Form 847, Recommendation for Change of Publication. The Secretariat will forward appropriate waiver requests to AETC A5/8/9 for review and staffing.

DOUGLAS H. OWENS  
Lieutenant General, USAF  
Vice Commander

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFPD 16-5, *Planning, Programming, and Budgeting System*, 25 January 2011

AFI 16-501, *Control and Documentation of Air Force Programs*, 15 August 2006

AFMAN 33-363, *Management of Records*, 1 March 2008

AETCI 90-102, *Conferences, Workshops, Briefings, and Video Teleconferences*, 14 July 2008

***Prescribed Forms***

None.

***Adopted Forms***

AF Form 847, *Recommendation for Change of Publication*

AETC Form 20, *Request for Briefing*

***Abbreviations and Acronyms***

**AFRIMS**—Air Force Records Information Management System

**AO**—Action Officer

**AU**—Air University

**CCA**—Clinger Cohen Act of 1996

**IT**—Information Technology

**MPA**—Military Personnel Appropriation

**OPR**—Office of Primary Responsibility

**POM**—Program Objective Memorandum

**RDS**—Records Disposition Schedule

**RS**—Air Force Recruiting Service

**SRMD**—Sustainability, Restoration, Modernization, and Demolition

**TMT**—Task Management Tool

**TOA**—Total Obligation Authority



## Attachment 2

## AETC CORPORATE STRUCTURE DIAGRAM

A2.1. AETC Corporate Structure. Figure A2.1., displays the AETC Corporate Structure.

Figure A2.1. AETC Corporate Structure.



